SELECTION PROCESS

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What Is This Help Desk?

This help desk is designed to provide managers and supervisors with accessible, practical tools, information and resources to help hire the right person for the right job. These are not the only methods or procedures available – there are many methods and processes you can follow to hire. As competition between employers for candidates becomes tighter, the Human Resources Modernization Project encourages you to think creatively when you are deciding which tools to use in your selection process to help ensure you will get the best job-person match.

This information is applicable whether you are hiring from a traditional list, the open, Three-Rank Eligible List Pilot, or a group of candidates with Surplus or State Restriction of Appointment (SROA) status.

It is important to work closely with your departmental Human Resources and Civil Rights consultants to ensure that you follow any internal procedures required by your department.

Screening Candidates

Certification Lists under the Three Rank Eligible List Pilot may have many more candidates on them than you are used to seeing. They may also have SROA candidates on them. Employees with SROA eligibility have been given priority hiring status because they are in danger of losing their jobs. They may come from work backgrounds that you have not previously considered. It is important to have mechanisms in place to screen the applications you receive and determine who to interview. *Of course all decisions during your selection process must be based on job related criteria and you should be working closely with the consultants in your department's Human Resources and Civil Rights Offices.*

Staff in your departmental HR Office will notify the SROA candidates that there is a vacant position. Even though SROA candidates are given hiring preference, they *must comply with all of the selection activities associated with your vacancy.*

In order to find the candidates who are truly interested in your job and have the knowledge, skills, abilities and behaviors (KSAB) that are required to be successful in that job, consider using a Supplemental Questionnaire also known as a Supplemental

Application. *This can be done quickly and efficiently and does not have to delay your interview or hire.*

The supplemental questionnaire is made up of additional job-related questions that give potential candidates the opportunity to tell you about experiences that demonstrate how they have previously applied the Knowledges, Skills, Abilities and Behaviors (KSABs) needed for your vacancy. You can use the questions identified below or come up with your own. Please remember, they must be job related. Because this portion of the selection process is based on a candidate's own experience these questions do not have to be confidential. In addition to asking the candidates to provide the information, you can also ask that they provide the contact information of someone who has knowledge of what they are describing and can provide a reference for the candidate's experience.

Another benefit to getting information this way, you will be provided with a sample of their writing when candidates respond to your questions. There are several ways to accomplish this.

- Include the additional questions in your advertisement (e.g., To be considered for interview, responses to the following questions must be submitted with your application.) [Click here to see a sample](#).
- You can use one of several on-line survey instruments. The survey link is identified in your advertisement or contact letter and responders enter their information into the survey. You access the responses anytime and review them on a flow basis if you want. Your department IT Shop may already have a survey instrument application.

Not only do supplemental applications give you a mechanism to screen interested candidates, but it also allows potential candidates to screen themselves out without wasting your valuable time – candidates who do not complete the supplemental application will not be eligible to be interviewed. Supervisors must interview all SROA candidates who apply for their job if they have complied with all the selection activities you have required.

Keep in mind while you are developing your questions that you will use this information along with everything else you do during recruitment to evaluate the competitiveness of each candidate. You must be able to substantiate your decision to hire the selected candidate over others. This is not part of their exam score; but it is an integral part of the merit-based, competitive selection process and ensures your hiring process is fair and defendable.

Once you have people submit applications to you, you will have to determine who, besides the SROA candidates, to interview. Staff in your HR Office can help with this.

Tired Of Asking The Same Old Questions And Getting The Same Old Answers?

As a hiring supervisor you have a very short span of time to assess your candidates' qualifications and potentials for success on the job. It is important to ask candidates open-ended, job related questions that they can respond to on your supplemental questionnaire. These are referred to as "behavior based questions." The questions focus on how a candidate has previously handled a situation that is likely to come up in the job you are recruiting for. You may have some already developed or you can choose from the following links:

Federal Office of Personnel Management, Human Resources Manager Question Bank by Occupational Group

- Administrative and Professional Occupations
- Clerical and Technical
- Information Technology
- Science and Engineering
- Supervisory, Managerial and Executive
- Trades and Labor

http://hr.nd.edu/assets/18036/behavioral_int_listing.pdf (Permission to use this information was granted by Tamara Freeman, Office of Human Resources, University of Notre Dame)

http://www.interview-skills.co.uk/competency-based-interviews-questions.aspx (Permission to use this information was granted by Olivier Picard, Interview Skills Consulting Ltd.)

https://sharepoint.sandiego.edu/hr/Employment/CompetencyInterview.pdf (Permission to use this information was granted by Karen Kitchen Briggs, Office of Human Resources, University of San Diego.)

You ask questions about the technical components of your vacancy during the interview.

Please be sure to work closely with your department's Human Resources and Civil Rights Offices if you need assistance in determining if your questions are job related.

Knowing What You Are Looking For; Knowing If You Have Found It

It is recommended that you identify the job related knowledge, skills, abilities and behaviors (KSABs) you are looking for before you look at any applications. Classifications in the Three-Rank Eligible Pilot will have a job analysis identifying the critical KSAs and Tasks needed for successful job performance and are linked below. During your application review, match the applicants' information to your job related criteria to determine which candidates most closely meet your criteria. We have provided a sample of what your screening matrix might look like.

It is important to work with the consultants in your Human Resource and Civil Rights Office to develop criteria for assessment.

Job Related Criteria and Knowledge, Skill, Ability			Candidate			
	Johan	Susie	Javier	Edna	Leroy	Larry
Has eligibility to be appointed						
Application completed correctly, displays attention to detail, neatness, etc. (Remember, this is the first impression of someone who wants to work for you.)						
Currently performing the same work						
Experience as an intern or student assistant performing the same work identified in the job vacancy						
Education in the field						
Experience writing regulations and legislation						
Supplemental Application Assessment						
Other Specific KSAs						

Knowledge Skills and Abilities and Task Statements Identified in the Job Analyses.

- AGPA
- Attorney I
- Attorney III
- Attorney IV

"The List"

The biggest misconception about the list is that there is a static list -- there is no static list. SPB maintains a data base of candidates' exam scores and employment preferences. Preferences include things like work location, full time/part time, permanent/limited term, etc. Departments identify their needs and employment conditions and a list of candidates, ranked competitively, is generated from the data base.

In order to make large lists manageable, Preference Flags are identified by the Subject Matter Experts who developed the exam. The Attorney Exam Preference Flags denote area of law; the AGPA Preference Flags denote administrative area. Exam candidates identify their area of interest or expertise by selecting these flags.

What's in it for you? You can identify the area of interest or expertise (Preference Flag) that best suits your vacancy. When your "list" is ordered, the names of only the candidates selecting those preferences will appear on the list. *Work with the consultants in your department's Human Resources Office if you need assistance.*

Link to Preference flags by class

> Associate Governmental Program Analyst
>
> Attorney
>
> Staff Services Manager I, II, and III

Your list may have SROA candidates on it and you will be required to consider the SROA candidates. The SROA list is made up of employees who are in danger of being laid off. They are given hiring preference in order to avoid being laid off. SROA candidates have to be able to perform the duties of the job with a reasonable expectation of success. If they are qualified, you must hire them; if they are not, you must get an exemption from the Department of Personnel Administration (DPA). The documentation you create during your selection process will be sent to DPA to support your request. *It is important to work closely with staff in your Human Resources Office if you anticipate requesting an exemption from hiring SROA.*

Checking References and Reviewing Personnel Files

References:

One of the most valuable means of gathering information about job applicants is conducting reference checks. As a prospective employer you must seek job related information regarding your candidates in order to make an informed hiring decision. As part of this process it is important to speak with current and former supervisor(s). If you are interviewing SROA candidates, references and Official Personnel Files

While usually you do not need a release to contact references, the release linked below authorizes you to contact private sector employers. They may be reluctant to provide a detailed reference; however, they may verify employment dates. Take whatever information they give you and check it against the information you have gotten from the candidate.

PML – DPA

Reference Form (to capture the information you receive)

Reference question bank

File Review:

Another critical component of the hiring process is reviewing the top candidates' Official Personnel Files (OPFs). Have the candidates complete a release at the interview so you don't have to call them back in. If you are checking references within state service, contact the personnel office and request an appointment to review the file and request the following: OPF, including any corrective action files that may be separate; and printout of the employee's state employment history from the State Controller's Office (they will know what you are talking about.) Some Transactions Codes have been included in this help desk, *however, you must be very careful to base your hiring decisions only on those areas that are appropriate considerations*. Staff in your HR Office can help you with this.

As an employer you may want to look at leave balances, however, be advised that if these balances are low there may be extenuating circumstances that may not accurately reflect the employee's commitment to their job. Because of this concern, some personnel offices will not provide leave balance information to prospective employers. You can ask if the employee has followed attendance reporting procedures, though. When you go to review the file, take the application the candidate used to apply for your vacancy with you to compare to other applications that may be in the OPF.

Work closely with the consultants in the Human Resources and Civil Rights Offices to ensure all the information you rely on during the selection process is appropriate.

[Authorization to review file](#)

[PAR Transactions' codes](#)

Documenting Your Hire If You Hire From a Three-Rank Eligible Pilot Program List

You may have used a list from an exam developed under the State Personnel Board's Three-Rank Eligible Pilot. If you did, there are reporting requirements. The consultants in your department's Human Resources Office will be providing some of the information, and you, as a supervisor must provide the rest. Even if you are not using a list from the Three-Rank Eligible List Pilot, using this type of documentation is a good practice.

> Participating department(s) must maintain a summary of the hiring process for each appointment from the three-rank eligible list. The summary must include, but need not be limited to, a discussion of the job-relatedness and structure of the interview process, the interview questions and a statement of why the individual was selected for appointment (extracted from [SPB Pinkie, dated April 23, 2009).](#)

Of course you may use any method to document your hire as long as the required information is captured. [This link](#) will take you to a form that was developed for this purpose.

Remember, the decisions you make as a hiring supervisor will have an impact on the quality of the State's workforce for a long time.

Dare to leave a legacy of exceptional public servants!

Authorities

CALIFORNIA CONSTITUTION

ARTICLE 7 PUBLIC OFFICERS AND EMPLOYEES

> SECTION 1. (a) The civil service includes every officer and employee of the State except as otherwise provided in this Constitution.
>
> (b) In the civil service permanent appointment and promotion shall be made under a general system based on merit ascertained by competitive examination.

STATE PERSONNEL BOARD POLICY SUMMARY:

> The California civil service selection system is a merit-based system. The basic tenet of the State's merit system requires that individuals hired into and promoted within the civil service be selected on the basis of their job-related qualifications and that such selection decisions be free of illegal discrimination and political patronage. http://www.spb.ca.gov/WorkArea/showcontent.aspx?id=2572
>
> LINK TO SELECTION PROCESS FLOW CHART

Human Resources Modernization Project

> If the list you are using resulted from an exam under the State Personnel Board Three-Rank Eligible Pilot, your department has agreed to conform to the following requirements (extracted from SPB Pinkie, dated April 23, 2009):
>
> - Job-related criteria must be developed in advance and used to review applications, supplemental questionnaires, or any other information used to determine which candidates will be selected to interview.
> - Job-related interview questions must be used to assess the fitness and qualifications of each candidate to perform the duties of the position
> - Each candidate must be asked the same set of interview questions. (It is expected and allowed that some candidate responses may require follow up questions for that candidate only
> - Job-related evaluation criteria must be used to assess the candidates' responses to the interview questions.
>
> Participating department(s) must maintain a summary of the hiring process for each appointment from the three-rank eligible list. The summary must include, but need not be limited to, a discussion of the job-relatedness and structure of the interview process, the interview questions and a statement of why the individual was selected for appointment.   Even if your department has not agreed to these terms, these are great suggestions for how to conduct hiring processes and interviews in order to ensure fairness and a good result. This link will take you to a form that was developed for this purpose.